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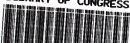
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June, 1953

X-TK145
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#1

Wilson Dam, Power Plant at Muscle Shoals

TENNESSEE VALLEY DEVELOPMENT

WATER is the key to the development of the Tennessee Valley. It is the source of the power, the raw material for the industry, the lifeblood of the agriculture. It is the link between the past and the future, the bridge between the old and the new. It is the heart of the Tennessee Valley, the center of its development.

The Tennessee Valley is a vast area, stretching from the mountains of the north to the plains of the south. It is a region of great beauty, of great resources, of great potential. It is a region that has been the center of development for many years, and it is a region that is still developing.

The Tennessee Valley is a region of great beauty, of great resources, of great potential. It is a region that has been the center of development for many years, and it is a region that is still developing.

Great Water Power Resources and Abundant Raw Materials Available in the Tennessee Basin Which Has Become a Vast Laboratory for Experimentation in the Government's Regional Planning Program

"It is a vast and rich in the natural resources of the Tennessee River basin. It is a region of great beauty, of great resources, of great potential. It is a region that has been the center of development for many years, and it is a region that is still developing.

The Tennessee River, which flows from the mountains of the north to the plains of the south, is the lifeblood of the Tennessee Valley.

The Tennessee River is a region of great beauty, of great resources, of great potential. It is a region that has been the center of development for many years, and it is a region that is still developing.

The Tennessee River is a region of great beauty, of great resources, of great potential. It is a region that has been the center of development for many years, and it is a region that is still developing.

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Power Possibilities

The Tennessee River is a region of great beauty, of great resources, of great potential. It is a region that has been the center of development for many years, and it is a region that is still developing.

THE JOURNAL OF LAND & PUBLIC UTILITY ECONOMICS

NOVEMBER
1938



VOLUME IX
NUMBER 4

The Tennessee Valley Project

By ELLIS KIMBLE

THE Tennessee River development is one among several projects through which President Roosevelt hopes to terminate the present destructive depression. This project has greater significance, however, as it has as its purpose the economic and social development of a great region under the guidance of the Federal Government.

The key projects of this program are the development of the great potential power and other natural resources of this region. In the special session just ended, Congress enacted a bill setting up the Tennessee Valley Authority, a corporation whose function is to control, construct, and operate improvements on the Tennessee River and its tributaries which will greatly improve navigation on the River, bring floods under control, and promote the production of electric power. Moreover, it is hoped that through improved navigation and abundant cheap power industrial growth will be stimulated.

¹W. G. Waldo, technologist for the Muscle Shoals Commission, Appendix to the Report of the Muscle

The Authority is also authorized to use some of the power produced in making materials for commercial fertilizers which are so badly needed on southern and eastern farms. This project also calls for reforestation of all lands in the valley suitable for such purpose and for the determination of the proper use of marginal lands.

History of Legislation Affecting the Development of this Region¹

The importance of this basin and the great benefits to be derived from improvements on its rivers have long been recognized. The first official attempt to improve the Tennessee River was at the Muscle Shoals in 1824 when President James Monroe in his annual report to Congress submitted the report of his Secretary of War, John C. Calhoun, recommending a survey of Muscle Shoals as one of the three great works which he regarded as most important for improvement of transportation facilities in the United States. As a result, a

Shoals Commission in House hearings before the Committee on Military Affairs, 64th Congress, second session.

X-TK1425
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Legislative Reference Service

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Sec. 9

THE NEW YORK TIMES

TENNESSEE VALLEY BECOMES LABORATORY FOR THE NATION

The Chairman of the Authority Describes the Vast Experiment Under Way There, Looking to Social and Industrial Change

A permanent program of national development, based primarily on control of water resources, is expected by President Roosevelt to grow out of a preliminary study being conducted by a departmental committee at Washington. A report to be made in the near future by the committee will lead, the President believes, to the setting up of a permanent commission to foster projects on a vast scale. One project of the sort is already being developed by the Tennessee Valley Authority. Its work and aims are discussed here by the chairman of the TVA.

By ARTHUR E. MORGAN,
Chairman Tennessee Valley
Authority.

WHEN President Roosevelt sent his message to Congress advising the creation of the Tennessee Valley Authority he was giving expression to a purpose for which he has long worked. As he sees it, human progress lies in the direction of intelligent management and design to take the place of haphazard, uncoordinated and conflicting efforts.

"The continued idleness of a great national investment in the Tennessee Valley leads me to ask the Congress for legislation necessary to enlist this project in the service of the people," the message said.

The President, in company with Senator Norris, had visited the Wilson Dam. He had seen its turbines with their capacity of 260,000 horsepower. Four miles away he had seen lights twinkle at 54 cents per kilowatt. In a valley of hungry soil he had sensed the silent tragedy of the beautifully embalmated nitrate plants.

Beyond the lake were the hillside floods pouring their silt into the water.

Farmers caught in the déshé of our economy were felling trees from steep hillsides for the two or three years of corn they could produce before the soil would wash away. Farmed-out land, scant of vegetation, was dissolving away into the brooks and rivers.

The Need of Planning.

From the idle nitrate and idling power plants to the muddy lake bed, the President could read the failure of our unplanned society. He spoke again:

It is clear that the Muscle Shoals development is but a small part of the potential public usefulness of the entire Tennessee

river system. Along that line and in the region around the power house in construction at Norris Dam will be the next areas which the Authority will serve.

Chemical fertilizer, essential to Southern agriculture, is oppressive in cost to the farmer; with his specialized crops he has been placed at the mercy of national and international markets. In the opportunity to utilize the nitrate plants and to construct new plants to improve and cheapen production of fertilizer, the TVA hopes to find the answer to the first problem. Solution of the second lies in a joint relationship of agriculture and industry which will make the worker independent of the factory on the one hand and of farm commodity markets on the other.

No man has worked more earnestly to solve this intricate social problem than Dr. Harcourt A. Morgan, second member of the board. As president of the University of Tennessee and a member of the Tennessee Board of Natural Resources he has rendered a signal social service to the South. To him has fallen the management of the nitrate plants.

New methods for the production of good but cheap fertilizer are being worked out. Plans are being made for developing domestic plants to supply the farmers with unbaggaged fertilizer. Supplementing

It has eschewed dogma and seen "studies, experiments and demonstrations" as just that. In various sectors it may set up several experiments of various sorts. It is willing to withhold judgment until the experiment has produced results.

Let us look at a certain rough, hilly county in one of the States of the Tennessee Valley Authority. There is nowhere in the county a level piece of land large enough for a football field. In general the hillsides are as steep as house roofs. Timbering operations of the past left behind a thick growth of young trees too small for commercial use. On the steep hillsides the farmer clears the woods and plants his corn. Only three to five crops can be raised before the heavy Winter rains have washed away the soil, leaving bare gullies down to the rock or clay. Then the farmer finds another patch and clears away the woods for a few more crops.

Conditions of Poverty.

The people of this county live in great poverty. Their only cash income is from crops raised on these steep hillsides, or from public works or public relief. In the entire county the average total cash income for an entire farm for an entire year is less than \$50. Without adequate schooling there is much illiteracy; without adequate medical care there is much infectious and contagious disease. The land is steadily being destroyed.

The Tennessee Valley also has regions of relatively prosperous and progressive agriculture with fine country homes, and a social culture equal to that of any American agricultural district. I have purposely described one of the most discouraging regions in order to illustrate the need for social and economic planning.

What can be done with such a community? If the land were taken over for public forest, the present population would be just about enough to care for and harvest the timber and to keep up the roads and other services. With an income of even \$500 a year from forest work and with a home garden and a cottage a family would have ten times as much money to spend as at present.

Change in Agriculture.

Agriculture would be limited to home gardens, orchards, nut crops and to special crops, such as

THE TENN



Part of the Norris Dam

In community organization can manage the development of small water plants for local use, or operate or manage cooperatives small industries. Almost equipped to help young find their way into inter-productive callings. Into adjustment of callings people is an element of economic planning which revolutionary.

Hydro-Electric Planning

To illustrate in still and the Tennessee River as more than 3,000,000 potential power. If it is developed into units there will be waste through lack of coordination. If the development is an integrated plan, the produce a dollar will produce



July 1934

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#5

The Tennessee Valley Idea

By E. FRANCIS BROWN

THIS is the story of a far-reaching experiment that seeks to bring new life to a beautiful country, to a rich country grown poor. The setting is the Tennessee Valley, an area four-fifths the size of England—one which sprawls across parts of seven American States. And the experiment is in the hands of a corporation owned by the United States Government. This corporation, the Tennessee Valley Authority, is faced with the task of erecting almost a new civilization among more than 2,000,000 people—and that in any circumstances would be a man-sized job.

In the ordinary sense of the word, the Tennessee Valley is not a valley at all; rather is it the entire watershed of the Tennessee River. There are mountains which lift their heads more than a mile toward the heavens, land close to sea-level, rolling country and valleys, and innumerable streams. It is indeed strange that this region, well watered, blessed with a temperate climate, endowed with a variety of mineral resources, and still possessed of great forests, should not be prosperous. Yet the mass of the population exists in poverty; that fact is inescapable even for the tourist who rides through the countryside in the late Spring, when the air is heavy with the odor of honeysuckle, when cotton and corn and tobacco are yet young, and the roses are blooming in the dooryards.

On hillsides and in river bottoms are the ramshackle cabins of white and black, set amid unkempt fields that bespeak a misused, worn-out soil.

On the road the poor whites and Negroes pass, some on horseback, a sack of meal across the horse's rump, for all the world as did their ancestors a century ago. Lean and spare, clothed in nondescript attire, illiterate, ignorant of the modern world and its ways, these are the people whom William Faulkner and Erskine Caldwell have so unforgettably described. Yet the poor whites, whether in the mountains or the bottom lands, come of good stock. Under proper conditions there is no reason to believe that they would not be vigorous carriers and creators of civilization. Why are they as they are?

The reasons are varied. Isolation has done its share in preventing these people from moving with the main currents of American life. A somewhat enervating climate may have contributed, along with improper and inadequate diet. But the chief responsibility must be laid at the door of a pernicious social and economic system which has exploited the region and its people.

The Tennessee Valley since its settlement has been wedded to agriculture and has lived under a colonial economy, producing raw materials for the outside world. Much has gone out from the Valley; little has come back. Nor have those who have garnered riches in the region been as a rule concerned with using their substance for the building of a sound economic structure in the land from which they drew their profits. Thus the Tennessee Valley has shared the fate of colonial societies the world over.

The Roosevelt Record

IX

T. V. A., New Deal Symbol

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The Tennessee Valley Authority was set up under an act of Congress passed on May 18, 1933. According to the preamble of that act it had three main purposes: first, to improve the Tennessee Valley in respect to navigation and flood control; second, to develop the agriculture and industries of the valley region; and, third, to operate the government-owned power plant at Muscle Shoals which had been built during the war but never used.

T. V. A. is not an isolated Federal power project. It is but one of nine major enterprises that are either under way or in contemplation. When the entire program has been completed, it is estimated, the power production capacity of the country will have been raised from the present figure of 33.5 million kilowatts to 44.4 million, or roughly three times the national consumption of power in the year 1932. The particular importance of T. V. A. derives from the fact that it is the first of these projects to get under way and from the fact that it is the outstanding symbol of the New Deal philosophy concerning the relation between the government and the power industry.

Two quotations will help to indicate what that philosophy is. One of them is from the President's speech at Portland, Ore., on September 22, 1932; the other is taken from the official statement of policy of the Tennessee Valley Authority.

Said the President, in referring to the several power projects planned by the New Deal government:

"Each of these will be a national yardstick to prevent extortion against the public."

Said the statement of the T. V. A.:

"The right of a community to own and operate its own power plant is undeniable. The fact that action by the authority might have an adverse economic effect on a privately owned utility should be a matter for the serious consideration of the board, but it should not be the determining factor."

It will be seen from the President's statement that he regards the T. V. A. not only as a yardstick but as a special kind of yardstick—a yardstick which can be used both as a means of measuring the cost of power production and as a cudgel. The implication is clear—and becomes clearer on reading the T. V. A.'s own statement of policy—that if the private companies do not meet the rates of these "yardsticks" they will have to face government, or government-sponsored, competition. In effect, T. V. A. lays down the principle that private property rights will be respected, but only up to the point where they collide with the New Deal's concept of "the more abundant life."

The chief justification of this policy of "regulation by intimidation" is, according to its advocates, that it has in certain cases "produced results." Not the least of the "results" that have flowed from the policy thus far, however, has been

the ruinous depreciation it has brought to the public utility security holders of the country. A recent estimate places these losses at \$3,500,000,000.

One example may be cited to show how this policy works out in practice. Last summer the Tennessee Valley Authority sought to acquire a private company in Knoxville—the Tennessee Public Service Company. Armed with the threat of the establishment of a municipal plant, the T. V. A. approached this company—capitalized at \$17,780,000—with an offer of \$6,000,000. The utility company declined to sell at first, but T. V. A. carried the day by arranging with the P. W. A. to allot the municipality \$2,600,000—\$600,000 of which was an outright gift—for the construction of its plant. It is interesting to note that shortly before that the state board of the P. W. A. had refused to lend any money to the city on the ground that the latter's credit did not justify a loan.

T. V. A. has openly encouraged and abetted the movement for public ownership, with the result that it has now displaced private utilities in fourteen counties and nine municipalities in Mississippi, Alabama and Tennessee.

Nor does the competition of the T. V. A. with private industry begin and end with the utilities themselves. The blow at the bituminous coal industry is a serious one, while the railroads stand to suffer not only through the competition of the Tennessee Valley's government-subsidized inland waterways, but from the loss of potential coal traffic. It is estimated that if the prospective power output of the T. V. A. plants were produced by the use of coal it

(Continued on page thirteen)

TVA Replans a Town

By EARLE S. DRAPER

Director of Land Planning and Housing,
Tennessee Valley Authority

NORRIS DAM, now nearing completion by the Tennessee Valley Authority, will form a lake or reservoir having an irregular shore line more than 700 miles in length and covering an area of 33 square miles. The inundation of such an extensive area of long-settled land involves many problems other than those of hydroelectricity alone. An interesting example of this non-engineering phase of the problem is illustrated by the re-planning of the village of Caryville, Tenn., which lies on the north end of the area to be flooded by the new Norris reservoir.

Caryville is an unincorporated village with a population of about 1,100 people, most of whom are dependent on nearby coal mining for livelihood. The village contains 29 houses and 28 stores, etc. Based on the normal high-water level of the reservoir, about 200 acres of the town will be flooded, involving the sites of 50 houses and 3 stores. On a basis of maximum long-time flood crests, however, it was found to be advisable to remove an additional 25 houses and a 9-room brick school building.

In the re-planning of Caryville the Authority made no attempt to dictate means or methods. Practical conditions governing the resettlement of the people who were affected governed the approach to the problem. Emphasis throughout has been given that the project is a direct responsibility of the community.

Thus, the Caryville Committee is composed exclusively

of local residents, and the TVA's role has been that of a technical consultant and friendly adviser. This does not mean that the Authority has adopted a merely cursory and passive interest in the project, but it does mean that the Committee has not been a mere instrument for the promotion of TVA ideas.

From the preliminary discussion of community interest and participation down to the multitudinous negotiations leading to the final adjustment and harmonizing of private and community interests, the Caryville Committee has handled all direct contact with the people of the community. Such things as required rights-of-way for new roads, the readjustment of property lines, agreements as to new school or church sites and other local concerns more easily adjusted by local people than through intervention by outsiders.

Adjusting Policies to Needs

In order to explore all the possibilities, early consideration was given to the possible removal of the entire town and its rebuilding elsewhere. Studies and surveys by the Division of Land Planning and Housing, the Industrial Division, and the Social and Economic Division, showed that Caryville is not a stranded community. For instance, it was estimated that the adjacent coal reserves are sufficient to permit 100 years' working at the present rate of output. Also, it was estimated that the expense of community re-



In Oversize
Box 21

#8

#8 EFFORTS ON FARMS CHARGED

Witnesses Say Utility Agents Tried to Dissuade Country Folk From Taking Power

PRESS 'SUBSIDY' ALLEGED

Tennessee Company Put Its Advertising in Chattanooga Paper Opposing City Power

MEMPHIS, Tenn., Aug. 25 (AP)—A Congressional Committee today wound up its hearing on the TVA power company after hearing testimony from the company's chief executive. The committee tried to dissuade the company from going up for TVA power, but the company said there was a "backlog" of power behind it and would never be built.

men also heard testi-
fied to show these facts:
Tennessee Electric Power
admitted its advertising
paper favoring TVA
over to a new com-
petition to the pub-

He was asked for an-
nouncing figures since 1934,
that the company vir-
tually discontinued advertising in
the Ontonagon News, a vigorous
public power and that
the Ontonagon Free Press
competitor of the News
ultimately became a heavy
weight paper which op-
posed the power plan.

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#9

20TH CENTURY FUND
IN UTILITY STUDYPower Industry's Relation to
Government to Be Weighed
by Special Committee

EMPHASIS ON CHANGES

Recent Regulation Also to Be
Stressed in Report—Group
Headed by J. H. Scattergood

The 20th Century Fund announced yesterday that it would sponsor a "nonpartisan" study of the relation of the Federal Government to the electric power and light industry. A special committee, headed by J. Henry Scattergood, formerly a member of President Roosevelt's "blue book" committee, has been appointed by the fund to write a report on the subject.

Scattergood is the executive director of the project. He is a member of the board of directors of the fund. The fund is a private organization which has been active in the study of public utility problems since 1919. Scattergood is a member of the board of directors of the fund. He is also a member of the board of directors of the American Electric Power Co. Inc. The fund is a private organization which has been active in the study of public utility problems since 1919.

The study is expected for popular understanding of the issues involved in the regulation of public utilities. It will cover the history of the utility industry, the role of the Federal Government, and the relation of public utility regulation to the public interest. The study will also cover the history of the utility industry, the role of the Federal Government, and the relation of public utility regulation to the public interest.

Emphasis will be placed on the following points: (1) Changes in the public utility industry since 1919; (2) The role of the Federal Government in the regulation of public utilities; (3) The relation of public utility regulation to the public interest; (4) The history of the utility industry; (5) The role of the Federal Government in the regulation of public utilities; (6) The relation of public utility regulation to the public interest.

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X-TRA
-MS
#10

SAYS WILKIE AIDED FUND TO FIGHT TVA

Witness Says Company Gave \$20,000 in War on City Power Plan in Chattanooga

DRIVE LED BY TAXPAYERS Efforts to Deceive Voters Concerning Referendum Petition Also Alleged

CHATTANOOGA, Tenn., Aug. 25 (AP).—Strands H. Biddle, counsel to the Chattanooga City Council, today testified before the Congressional committee investigating the TVA, started a new phase of the inquiry today designed to show that the Commonwealth and Southern Corporation and its local subsidiary sought to defeat public power for Chattanooga.

He brought out that Commonwealth brought out that Commonwealth spent \$20,000 of a fund of \$25,000 spent in the St. Charles Hotel in Chattanooga in 1933 by the Commonwealth and its subsidiary effort to defeat a referendum effort to provide this city with a public power system.

He offered in evidence statements by Mr. Biddle that it had no connection with the Tennessee Electric Power Company, the local operating company, Commonwealth, or any other company, but that it was a private corporation.

Paul J. Owen, treasurer of the local Citizens Taxpayers Association, was put on the stand to testify that

L. Wilkie, president of Commonwealth, solicited funds.

Says Company Spent \$20,000

He testified that in February and March of 1933 Commonwealth made total contributions of \$10,000. On April 1 he wrote to Mr. Wilkie in view of the fact that the fight was made in the interest of stockholders, as well as the taxpayers and citizens and did not constitute as expected, the association had a deficit of \$10,000.

"When sent \$10,000, he testified, 'I didn't think it was necessary to disclose that Commonwealth to the extent of \$20,000.' Mr. Biddle said that Commonwealth was a Delaware corporation, 'and a stockholder the same as any other,' he didn't think it was necessary to disclose the same as any other.

The witness said that he had made a complete report of all contributions and expenditures to a public utility commission in an effort to defeat activities and for the former Senator Biddle, which investment effort of the Commonwealth to defeat the referendum effort.

It was explained that it is a violation of Tennessee election law for a Tennessee corporation to be active in a referendum campaign.

for the Tennessee Electric and Power Company, which was then controlled by the Commonwealth and its subsidiary effort to defeat a referendum campaign, Mr. Biddle said that he had no connection with the Tennessee Electric and Power Company, the local operating company, Commonwealth, or any other company, but that it was a private corporation.

Paul J. Owen, treasurer of the local Citizens Taxpayers Association, was put on the stand to testify that

city today, undertakes to carry out the policy of Congress to look into what the private companies had done to hamper TVA.

The inquiry into the activities of Tennessee Electric attracted particular attention in view of the negotiations between Mr. Wilkie and the TVA director, David E. Lilienthal, to sell to TVA the Commonwealth and Southern power plant in this city.

Wilkie will testify before the committee possibly next month.

L. I. Wilkie, acting chairman of the Chattanooga Citizens Taxpayers Association, which is building the city's own power system, testified that he had "deliberately attempted to keep the public power program out of the city."

He told of methods used this year to obtain signatures to a petition for a referendum to build a power plant in the city.

He said some voters were told that the signing of the petition was only a matter of signing a name, and only he himself was informed it was merely a move to prohibit a type of bond which would make taxpayers liable for operations of the power board were unprofitable.

2 FIREMEN HURT IN BLAZE 2 Alarms Sound as Flames Menace Church Next Door

Two firemen were injured in a smoky fire which wrecked the interior of a two-story brick building in which are a bar and grill, a restaurant and a billiard parlor at 7 East Twenty-fifth Street, shortly before 2:30 o'clock yesterday morning. Two alarms were sounded as a precautionary measure, since St. Leo's Roman Catholic Church and its convent adjoin the burning building.

The injured firemen are Frank H. Felt, 25 years old, of 465 East 10th Street, the Bronx, and William J. Kennedy, 30 years old, of 10th Avenue, Rosedale. Other firemen were attended at Bellevue Hospital, reported sick and went home.

Firemen fought the blaze for nearly an hour before it was subdued by Chief Joseph O'Hanlon. Nunn and priests at St. Leo's were not disturbed. The fire apparently started in the bar and grill.

State Trooper Dies of Injuries Sustained in Fall New York Times

AMITYVILLE, L. I., Aug. 25.—Martin J. Keenan, 35 years old, who was injured Sunday morning while patrolling the Southern State Park near Amityville, died today of the injuries he sustained in the fall, without having regained consciousness. He had been a member of Troop L since 1933 and lived in Babylon.

He was riding his bicycle with a boy in the rear seat last Friday

You'll find a lovely GIFT for your HOSTESS at

MARK CROSS Fifth Avenue at 55th

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#11

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C.P. 1/14/44.
Section 1.

In Oversize
Box 21

TVA

—a Postwar Pattern?

FOR DIPLOMATS GAZE IN WONDER AT 260 FOOT NORRIS DAM, FIRST BUILT BY TENNESSEE VALLEY AUTHORITY

Flood Control Plan Also Provides Power, Navigation

Whole World Eyes Giant U.S. River Project

By Mary Spargo

las America, out of the depths
a big, economic depression
its mammoth war needs, de-
veloped a pattern to guide the
work in the postwar reconstruc-
tion days to come?

Many distinguished observers
on other nations who have found
it, even in the midst of this
war, to view the achieve-
ments of the Tennessee Valley
authorities believe that in TVA the
United States is lifting a torch to
the pathway to new economic
social development all the way
in India to Brazil.

On numerous are the representa-
tives of China, India, Poland, Brazil,
Sweden, Russia, France, Eng-
land and South America who have
taken a path down into the heart-
land valley of the Tennessee that
flows across that valley from

tional possibilities of this area after
the war are endless."

In Decatur, Ala., cargo cruisers
which will see Pacific service are
rising up on the rejuvenated Ten-
nessee, 1100 miles from the sea.

Waters Under Control

Enthusiasts spoke of TVA's flood
control, a desperately needed move
in this water ravaged section. They
spoke of TVA's mastery control of
rural electrification and a million
and one phases of this gigantic job
—an undertaking so great that
even Hollywood superlatives . . .
colossal . . . stupendous . . . seem
pale and ineffectual.

Actually the design which is
creating a new world in this lovely
and once-neglected valley is so
simple and logical that, once it is
worked out, the marvel is that it
wasn't done before.



SENATOR CLYDE M. REED, KANSAS, INSPECTS TVA MAP
David E. Lilienthal, chairman, points out new dam.

power in enormous quantities. Be-
cause of the integrated system also are provided. Little yacht
more power is developed from basins were dotted with small craft
these dams than would be possible when Senator Reed and his group
were they all separated. The same visited the valley.

Lammoth



THE TENNESSEE RIVER AND ITS TRIBUT-
work as a unit to control floods and, at the
nase itself and there will be 13 others on trib-
by Chattanooga (top right) where a central c
or released almost at the touch of a butt
above sea level. This illustrates another gr
feet from Paducah, Ky., to Knoxville, Tenn.,
work as the building of cargo vessels 110

ver to
finer group of public servants in
government" in all his experience
as a railway mail clerk, Governor
of Kansas or Senator.

He complimented Lilienthal on
the "esprit de corps" of his organ-
ization as well as the enthusiasm,
honesty and ability of his person-
nel.

Reed said he had come down
to the Tennessee Valley to take
an objective look at TVA. He said
he had found "many admirable
up in the TVA's program and that com-

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FIELD OPERATIONS IN THE
TENNESSEE VALLEY AUTHORITY

BY

MAX MASON, LL.M.:M.P.A.
MEMBER OF NEW YORK BAR

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Follies, 12
5
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*Fallacies,
and
Falsehoods
of
Tennessee Valley
Authority*

By
VERNE P. KAUB



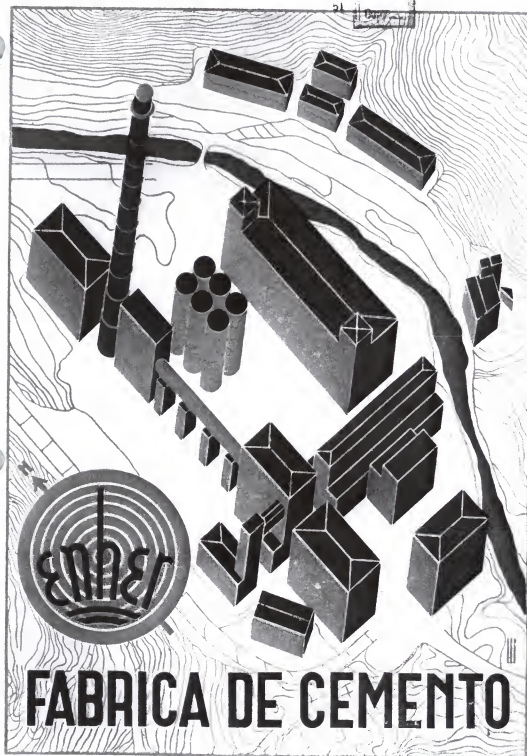
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